




Speech By  
**Peter Russo**  
MEMBER FOR TOOHEY

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## LEGAL AFFAIRS AND COMMUNITY SAFETY COMMITTEE

### Report, Motion to Take Note

 **Mr RUSSO** (Toohey—ALP) (3.24 pm): I move—

That the House take note of the Legal Affairs and Community Safety Committee Report No. 48, 56th Parliament, titled *Examination of Queensland Audit Office report 3: 2018-19: Delivering shared corporate services in Queensland*, tabled on 20 September 2019.

The Queensland Audit Office conducted an independent audit into whether the Queensland government's shared service providers are delivering value for money now and also whether these shared service providers are positioned to successfully deliver into the future. The Auditor-General's report explained that shared service providers are those that—

... typically deliver processes that can be centralised, standardised, and automated. They aim to achieve efficiencies by simplifying processes or building expertise that means services can be delivered with less resources than its customers could do individually.

This expertise could be through sharing human resources, sharing procurement, sharing technology processes or even sharing financial applications. The shared service providers in this report were Queensland Shared Services, the Corporate Administrative Agency and the Business and Corporate Partnership. Customers of these service providers were also approached for feedback on their interactions.

The Queensland Audit Office looked at whether shared services are delivered effectively and efficiently. They found that when customers became aware of the benefits that arose—and these benefits either made their work easier or provided a reduction in costs—then customer satisfaction increased. Customers of these service providers also needed to be aware of the impact of their actions and how their own actions could contribute or even detract from effective and efficient service delivery.

The Queensland Audit Office determined that it was important for the providers of the shared services to have an in-depth and thorough knowledge of all components of the costs of delivery of services. The conclusions of the Queensland Audit Office revealed there are still benefits to be realised from the shared corporate services models. The service providers examined under this report demonstrated an ability to deliver improved services, especially when their services were consolidated, standardised and automated.

There were 11 recommendations in the Queensland Audit Office report. Recommendations by the Queensland Audit Office commenced with a recommendation that the Department of Housing and Public Works take a lead role in initiating and preparing a proposal for a cross-agency governance arrangement including monitoring performance, promoting collaboration and developing cultural change agenda of the Queensland government's shared corporate services. It was recommended that the Public Service Commission be engaged with all government agencies in the planning, support and management of corporate service employees affected by automation.

Recommendations for the shared corporate service providers focused on each service providing a clear strategy; an understanding of the full cost per service; establishment and monitoring of standards; clear definitions of standards to allow for transparent comparisons across agencies; transparent pricing strategy; formalised agreements with customers; and shared corporate strategies aligning business services, technologies and people management across government.

Common to all customers of these shared service providers were recommendations for the need for quality inputs into processes to support effectual processing; the need to apply a whole-of-government analysis when considering the effect—

*(Time expired)*